



'We are icons of Australian society'

Social inclusion and the iconography of the Australian Defence Organisation (ADO).

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scope

- The Defence context – the current desire to diversify and be more socially inclusive.
- *Tensions in Social Relations* study
- Research Question 1 –
 - *How does identity discourse construct the iconic image of defence personnel, around which members rally and which defines the cultural ideal of the organisation?*
- Defence codes
 - field, capital, habitus
 - Knowledge and knower codes
- Building icons
 - Through values
 - Expressing inclusion
 - Through heroes
- Upholding, ignoring and resisting social inclusion.

Secretary of Defence's topic

- ***Representing the community we serve - Diversity in the Defence workforce: How do we make an impact now?***
 - This topic signals a recognition by Defence of the urgent need for the establishment of a heterogeneous workforce.

The Australian Defence Organisation (ADO) does not reflect the Australian population:

1. third-generation Australians are 53% of the population but 86% of the ADF;
2. women are 51% of the population but less than 13.8% of the ADF.
3. 19% of the Australian population speak a language other than English at home, while it is 5.41% in the ADF.

ADO senior leadership are committed to changing this, because it is seen as **a capability** issue. Policies and strategies are in place to enact cultural and demographic change, but discussions of change lack a theoretically informed characterisation of the culture. **To change the ADO requires understanding how it works, what can be changed, how and when.**

My response

- ***Tensions in Social Relations: A sociolinguistic perspective on language and social inclusion in the Australian Defence Organisation***
- ***Hypothesis: language use can both enable and resist social inclusion***
- ***Research questions:***
 - *How does identity discourse construct the iconic image of defence personnel, around which members rally and which defines the cultural ideal of the organisation?*
 - *How is everyday language used to enable and/or resist affiliation with the organisation and its image?*
 - *What strategies should be implemented to counter marginalising and exclusion language practices.*

Tensions in social relations...

- Past research has demonstrated that diversity and social inclusion impact on Defence capability. How?

- By gains in productivity;

- By improving its adaptation to the global security environment;

- By improving the adaptive and innovative responses to change;

- By broadening the recruitment base;

- By retaining a heterogeneous workforce etc.

The expectation is that if the Australian Defence Force adopts inclusive communication strategies, it follows that it would begin to attract and appeal to a wider, more diverse Australian community. Attracting and retaining a more diverse workforce will enable Defence to be a stronger and more adaptive organisation given that deployments are immersed in other cultures and other places.

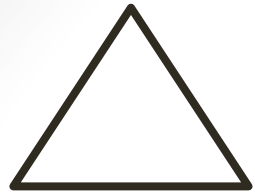
Today's abstract

As a contribution to the task of diversifying and increasing social inclusion in the Australian Defence Organisation, this paper will describe the current state of Defence in terms of its identities as realized in the values, heroes and heritages of the Navy, Army, Air Force and the APS. Values and stories are investigated because “...historical characters, artifacts and values in a text ‘align people’ into groups with shared dispositions’ (Martin and Stenglin 2006: 216) and rally their audience around communal ideals” [Tann \(2012\)](#) .

Regimental Colours are the visible memorials to great deeds of a regiment, and symbols of its spirit as expressed in those deeds. Colours are ... the rallying point of a regiment and acts of heroic self-sacrifice were often performed in their defence.

<http://iaw.on.ca/~awoolley/lwcolour.html>

From a sociological perspective, such artifacts as well as texts function as ‘flags around which people rally in ritualized performance’ ([Maton, 2013](#)) of their habitus. **In the case of the ADO, it is a habitus best understood as codes in conflict: the knowledge code of the Public Service rubbing up against three varieties of knower code in the uniformed Services. The differences are realized in the iconography of each Service.** The role of language in this process is critical. It names, defines, exemplifies and generalises values and codes of behaviour. Language is thus available to enable or resist social inclusion. This paper will illustrate how the values and historical people and events build ideal identities or ‘icons’ within the Services, noting where these identities uphold, ignore and resist social inclusion.



Building icons using language:

The ADO consists of two cultures and three subcultures:

1. Australian Public Service



2. Australian Defence Force:

Royal Australian Navy



Royal Australian Army

Royal Australian Air Force



But first....

some other semiotics of identity to consider.

THE UNIFORM:

Service, corps, regiment, rank, qualification, readiness, active service, awards, name, job role.....



Strongly classified and framed: You are what you wear....

Navy's jobs banner

Multimodalities of ?

teams

inwardness

diversity

friendliness

relaxed



Army's jobs banner

Multimodalities of?

pride

conformity

resolve

diverse

serious/important



Air Force's jobs banner

Hi-tech jobs

experts

Off to do the job

equity

professional



APS & ADF - field

- A.** **material:**
- P** • offices and laboratories; equipment for technical, scientific and administrative uses;
- S** training/education institutions; equipment and resources for teaching and learning
- **non-material:**
 - research activities; organisational and administrative activities which exercise control through practices of guidance, surveillance and compliance (Thomson and Sano 2006)
 - merit-based employment
 - social organisation into a hierarchy of professional levels and reporting structures
 - behaviour moderated by APS values and codes of conduct
 -
 - **Symbolic:**
 - rewards for service
 - written and spoken genres of administration such as Records, Provisions and Directives (Thomson and Sano 2006)
 - contract based enterprise agreement (DECA) with the Australian government

- A.** **material:**
- D** • bases and offices, messes, parade & training grounds, equipment, weapons, uniforms etc
- F**
- **non-material:**
 - military activities such as joint combat, protection, support, indigenous capacity building and 'hearts and minds' actions, humanitarian assistance, intelligence gathering, training and education etc
 - social organisation into a hierarchy of ranks
 - behaviour moderated by military values and codes of conduct
 - appointment and enlistment employment – at the pleasure of the crown
 -
 - **Symbolic:**
 - rituals such as parades and commemorations
 - semiotics of rank (emblems as epaulets/titles)
 - symbols of historic significance (insignias, badges, crests, hat feathers, hat colours etc)
 - rewards for service and valour (medals)
 - doctrine
 - operating procedures

APS & ADF - capital

A

P

- S • academic and/or vocational/technical achievement
- respect for qualifications, technical expertise, administrative and management skills
 - suitability and selection for APS positions
 - interest in professional development, career progression and promotion
 - negotiation of work/life balance

A

D

- F • academic and/or vocational/technical achievement
- respect for physical and mental toughness
 - suitability and selection for service eg deployment
 - career progression and promotion based on eligibility, suitability and patronage.
 - recognition and rewards for valour and sacrifice

APS & ADF – *habitus*

A

P

- S • acceptance of the enterprise agreement between the employees (represented by a Union) and the Australian government – the rules of the game
- adherence to the DECA with a strong sense of rights and responsibilities, including entitlements.
 - embodiment of civilian professional behaviours and norms eg no uniforms,
 - social bonds built on amenable, professional interaction
 - individuality maintained
 - induction into public service ways of talking eg registers of administrative control, research and development.

A

D

- F • understanding of their role as protector of the state and its citizens
- acceptance of the authority of senior ranks
 - acceptance of the need to conform and obey rules to get the job done
 - embodiment of military behaviours eg ways of walking, standing, formations, controlling emotions etc
 - induction into military ways of bonding eg through team building, and self sacrifice
 - induction into military ways of talking eg registers of specialised strategic, operational and tactical practices.

Variable	Institution	Occupation
1. Legitimacy	Service; values – duty, honour, country	Marketplace economy
2. Role Commitments	Primary commitment to organisation	Segmental commitment to organisation
3. Compensation	Much in non-cash form or deferred entitlements, pay partly determined by need	Salary system; cash-work nexus; pay directly related to skill level
4. Residence	Adjacency of work and residence locales	Separation of work and residence locales
5. Legal Jurisdiction	Broad purview over military member	Narrow purview over military member
6. Spouse	Integral part of military community	Removed from military community
7. Societal Regard	Esteem based on notion of sacrifice	Prestige based upon level of compensation
8. Reference Groups	'vertical' – within organisation	'horizontal' – external to organisation

Adapted from Moskos 1981:2

Knowledge code

APS:

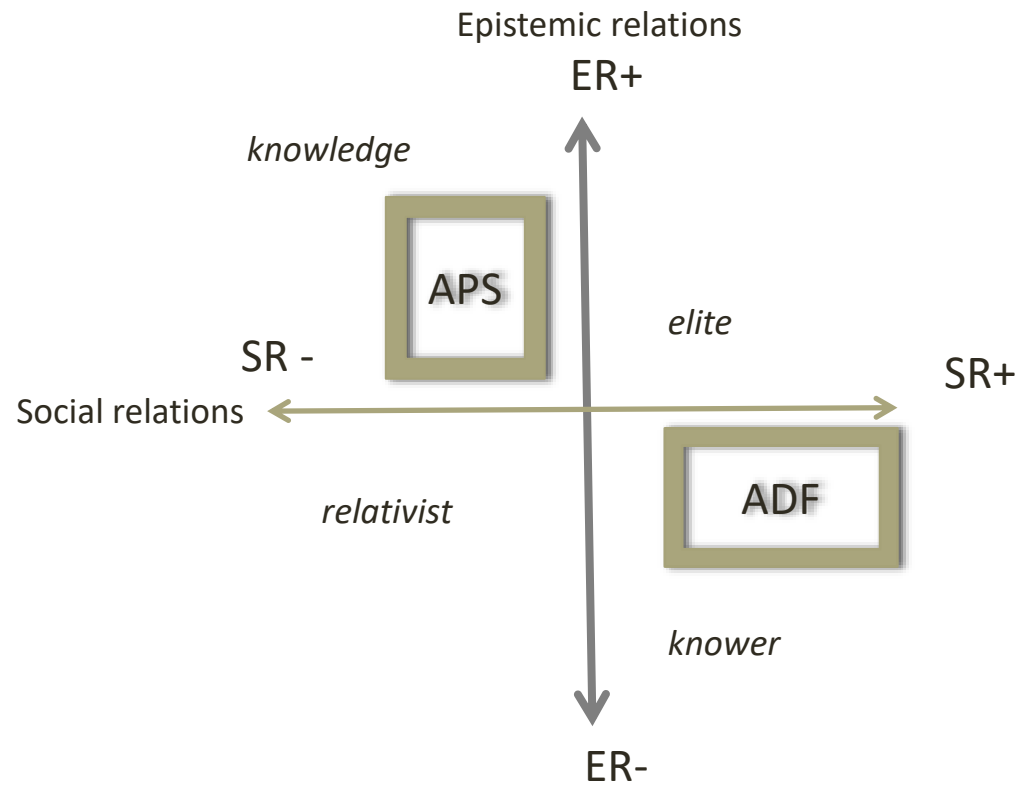
Do as I say because I know!

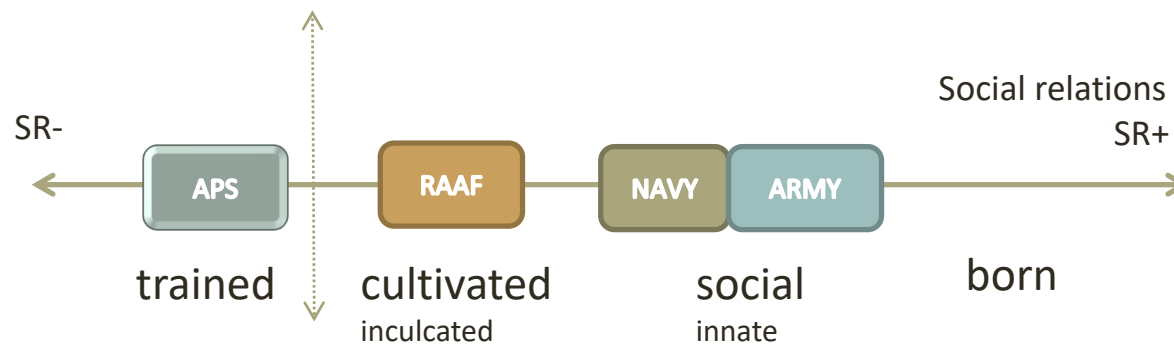
Knower code

ADF:

Do as I say because I am who I am!

Applying institutional as knower and occupational as knowledge codes respectively to the ADO, **the occupational model resonates with the APS, legitimated by a knowledge code** which is made up of a group of scientific and bureaucratic specialist actors. Similarly, **the institutional model resonates for the ADF, with legitimation via a knower code which is made up of a group of ranked, inculcated and naturally talented military actors.** The knower code of the ADF suggests that the basis for specialisation is the possession of the right kind of cultivated disposition which is articulated explicitly through rank and its visual display. The right to authority and status is displayed on the uniform. Whereas the right to authority and status in the APS depends on what you know





the values of the four cultures..

1. Using appraisal analysis to interrogate institutional judgments of themselves
2. Analysing the lexico-grammatical choices to interrogate inclusivity

APS

Value
APS attributes

Impartial

The APS is apolitical and provides the Government with advice that is frank, honest, timely and based on the best available evidence.

Committed to Service

The APS is professional, objective, innovative and efficient, and works collaboratively to achieve the best results for the Australian community and the Government.

Accountable

The APS is open and accountable to the Australian community under the law and within the framework of Ministerial responsibility

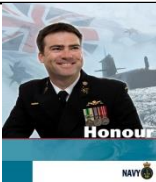

Respectful

The APS respects all people, including their rights and their heritage.

Ethical

The APS demonstrates leadership, is trustworthy, and acts with integrity, in all that it does.

Values:	
The Australian Public Service:	
Relationship with Government and Parliament	<ul style="list-style-type: none"> • is apolitical, performing in an impartial and professional manner; • is openly accountable for its actions, within the framework of Ministerial responsibility to the Government, the Parliament and the Australian public; • is responsive to the Government in providing frank, honest, comprehensive, accurate and timely advice and in implementing the Government's policies and programs;
Relationship with the public	<ul style="list-style-type: none"> • delivers services fairly, effectively, impartially and courteously to the Australian public and is sensitive to the diversity of the Australian public; • provides a reasonable opportunity to all eligible members of the community to apply for APS employment;
Workplace Relationships	<ul style="list-style-type: none"> • is a public service in which employment decisions are based on merit; • provides a workplace that is free from discrimination and recognizes and utilizes the diversity of the Australian community it serves; • establishes workplace relations that value communication, consultation, co-operation and input from employees on matters that affect their workplace; • provides a fair, flexible, safe and rewarding workplace; • focuses on achieving results and managing performance; • promotes equity in employment; • provides a fair system of review of decisions taken in respect of employees
Personal Behaviour	<ul style="list-style-type: none"> • has the highest ethical standards; • is a career based service to enhance the effectiveness and cohesion of Australia's democratic system of government; • has leadership of the highest quality

	Honour	<p>....is the fundamental value on which the Navy's and each person's reputation depends!</p> <p>Honour reflects our moral and ethical standards. It demands strength of will and inspires physical effort and selfless service. Honour guides our actions in a way explicit rules cannot; it shapes our conscience and determines our notions of pride, self-respect and shame.</p>
	Honesty	<p>....is always being true to ourselves, our shipmates, and our colleagues!</p> <p>Honesty demands we face our shortcomings. We must be open and upfront with each other and ourselves. Honesty drives personal and professional growth. A lack of honesty hinders improvement, allows incompetence to be swept under the carpet and encourages failings to be ignored. Honesty enables us to serve with a clear conscience, sincerity and selflessness.</p>
	Courage	<p>....is the strength of character to do what is right in the face of adversity!</p> <p>Courage demands unwavering obedience to moral principles. Courage drives responsibility, humility and personal example. No amount of education or experience can overcome a deficiency of courage.</p>
	Integrity	<p>.....is being committed to always doing what is right, no matter what the consequences!</p> <p>Integrity is unforgiving: if it's not right, don't do it - if it's not true, don't say it. Our integrity defines our moral power and underpins our fighting spirit. As people of integrity we confront and overcome wrong regardless of personal cost.</p>
	Loyalty	<p>.....is being committed to each other and to our duty of service to Australia!</p> <p>Loyalty is a reciprocal obligation of our shared and mutual commitments to each other and to the nation. It requires we acknowledge commendable effort and that we accept responsibility and accountability for our actions and for those of our subordinates.</p>



Courage

Courage is more than facing the physical dangers of battle, it is doing what is right and fair with a sense of duty and compassion. It is built on an ethos of protecting the nation and service before self.

Initiative

Initiative is the ability to achieve the mission by exploiting opportunity, often in the absence of orders and improvising to make the most of the equipment and resources

Teamwork

Teamwork is based on equality, trust, tolerance and friendship, which is essential to achieving the mission. Teamwork is the product of sound leadership at all levels, individual competence, trust and training.



AIR FORCE VALUES



RESPECT

Air Force People always respect the rights of others. Our people are just and inclusive. We recognise diversity is essential to improve our capability.

EXCELLENCE

Air Force People demonstrate professionalism, mastery and continuous improvement in everything we do. Our people are motivated and encouraged to innovate. We are capability focussed, operationally ready and are driven to successfully complete the missions required of us.

AGILITY

Air Force People respond swiftly to challenges. Our people are resilient and quickly adapt to changes in our environment. We are flexible in how we think and act and we use resources wisely.

DEDICATION

Air Force People are trusted to defend our country. Our people are courageous and serve with pride and commitment. We cherish our heritage, honour the achievements and sacrifices of those who have gone before us and will create the legacy for the future.

INTEGRITY

Air Force People have the courage to do what is right. Our people are honest, ethical and demonstrate sound judgement. We hold ourselves and others to account.

TEAMWORK

Air Force People work together to deliver precision air and space power. Our people collaborate with the Defence Team and our partners. We share the responsibility to ensure a safe environment, everywhere and always.



AIR FORCE



www.airforce.gov.au

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	Professionalism	Professionalism is striving for excellence in everything we do. We work hard to deliver high quality results, do our job to the best of our ability and take pride in our achievements. We are sensitive to changes in our working environment and are ready to respond. We provide impartial, comprehensive, timely and accurate advice. We constantly seek to improve our work performance
	Loyalty	Loyalty is being committed to each other and to Defence. We serve the government of the day and support our leaders and colleagues to undertake tasks and achieve results in line with government direction. We treat everyone at all levels with respect, care and compassion. We work to uphold the best interests of the Australian people.
	Integrity	Integrity is doing what is right. We behave honestly and ethically, and demonstrate the highest standards of probity in our personal conduct. We act fairly and accept personal responsibility for our decisions and actions. We build trust through productive working relationships. We do not allow mateship to be misused to cover up bad behaviour or bring the organisation into disrepute. Our actions clearly match our words.
	Courage	Courage is the strength of character to honour our convictions (moral courage) and bravery in the face of personal harm (physical courage). In Defence we stand up for what we believe is right and we speak out robustly and openly against what is wrong. We have the courage to accept valid criticism, admit to errors, learn lessons and improve. We give honest feedback on work performance.
	Innovation	Innovation is actively looking for better ways of doing our business. In Defence we are open to new ideas and strive to identify and implement better ways of doing business. We are clever and make best use of the resources that we have to do our job. We encourage sensible risk taking, and strive to identify opportunities to eliminate inefficiency and waste.
	Teamwork	Teamwork is working together with respect, trust and a sense collective purpose. Teamwork is cultivated through strong, positive leadership and attention to the needs of team members. In Defence teamwork is integral to everything we do, and characterises our working relationships inside Defence and across the whole of Government. We foster collaborative workplaces, communicate openly and solve problems in a collegiate manner, share ideas and take advantage of the diversity of our knowledge and experience.

appraisal analysis – examples of judgement

Judgment	Service	Example
Normality	n/a	No room for individual specialness
Capacity	PLICIT	We are clever
	Navy	Honour....inspires physical effort
	Army	Teamwork is Individual competence
	Air Force	We are capability focused,
	APS	Focuses on..... managing performance
Tenacity	PLICIT	We ... strive to identify opportunities to eliminate inefficiency and waste
	Navy	Our integrity underpins our fighting spirit
	Army	Initiative is the ability to achieve the mission by exploiting opportunity
	Air Force	Our people are resilient
	APS	... focuses on achieving results
Veracity	PLICIT	We provide... accurate advice
	Navy	Honesty is always being true to ourselves, our shipmates and our colleagues
	Army	No examples
	Air Force	Air Force people are trusted to defend our country.
	APS	..is openly accountable for its actions,...
Propriety	PLICIT	We demonstrate the highest standards of probity
	Navy	Courage demands unwavering obedience to moral principles
	Army	It (courage) is doing what is right and fair
	Air Force	Our people are honest, ethical and...
	APS	...provides a workplace that is free from discrimination

appraisal analysis - judgement

	Defence (PLICIT)			Navy			Army			Air Force			New APS		
Judgment	As person	As Thing	Total Av.	As person	As Thing	Total Av.	As person	As Thing	Total Av.	As person	As Thing	Total Av.	As person	As Thing	Total Av.
Normality <i>how special</i>	0	0	0	6.2	2.2	4.2	12.5	0	6.25	6.7	0	3.35	0	0	0
Capacity <i>how able</i>	25.58	39.13	32.35	12.5	4.3	8.4	12.5	25	18.75	26.7	37.5	32.1	24	25	24.5
Tenacity <i>how resolved</i>	16.28	30.43	23.35	6.2	21.7	13.95	37.5	58.3	47.9	30	12.5	21.25	18	25	21.5
Propriety <i>how ethical</i>	41.86	17.39	29.63	25	47.8	36.4	37.5	16.7	27.1	30	37.5	33.75	35	0	17.5
Veracity <i>how truthful</i>	16.28	13.04	14.66	50	23.9	36.95	0	0	0	6.7	12.5	9.6	24	50	37

We know that:

the ideal soldier is **brave** ;
the ideal sailor is **honest** and **ethical**, and
the ideal air(wo)man is **capable** and **ethical**.

In contrast, we know that

The ideal public servant is **capable** and **courageous** and now in
the new format, **honest**.

In summary, through the appraisal analysis of the Values

- Having **capacity** is about being expert and trained – weaker social relations, stronger epistemic relations

More knowledge code
Air Force & APS

- Having **tenacity**, **veracity** and **propriety** is about having attributes which are innate and inculcated – stronger social relations, weaker epistemic relations

More knower code
Navy & Army

(27)

Expressing 'inclusion'

Values	No. of clauses	Relational		Material	Behavioural	Verbal	Mental	Existential
		Id	Att					
PLICIT	50	7	9	31	1	0	2	0
Army	7	6	1	0	0	0	0	0
Navy	34	11	5	13	0	1	4	0
Air Force	27	0	11	12	0	0	4	0
APS	18	1	7	10	0	0	0	0

Process types

Values	People as Participant			
	In group (1 st person <i>I/we/us/our..</i>)		Other (abstract thing)	
	%	examples	%	examples
PLICIT	100	<i>We</i>	0	
Navy	100	<i>We</i>	0	
Air Force	66.6	<i>Our people, We</i>	33.3	<i>Air Force people</i>
APS	0		100	<i>Public Service, It</i>

Participant types

About people or values?

Values	Participant as Theme	
	% as People	% as Thing
PLICIT	74.2	25.8
Navy	18.5	81.5
Army	0	100
Air Force	100	0
APS	0	100

PLICIT is more about people than abstract values;
Navy is more about abstract values than people;
Army is only about values;
Air Force is only about people
APS is only about people as abstract thing - *Service*

values, people or both?

PLICIT

pattern	Example	Grammatical resource
Name of Value	Professionalism	Nominalisation – <i>being professional</i>
Definition of Value	Professionalism is [[striving for excellence in everything we do]].	Relational identifying process – <i>is</i>
Defence people's 'living experience' of the Value	We work hard to deliver high quality results, do our job to the best of our ability and take pride in our achievements.	Material process of <i>working, delivering</i> and <i>doing</i> etc

both

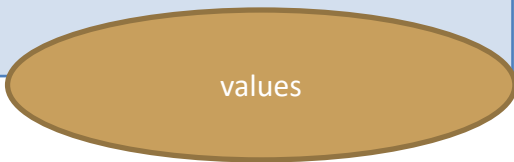
Army

pattern	Example	Grammatical resource
Name of Value	Courage	Abstract noun
Definition of Value	Courage is [[more than facing the physical dangers of battle]], it is [[doing what is right and fair with a sense of duty and compassion]]. It is built on an ethos of protecting the nation and service before self.	Relational identifying process – <i>is, is</i> and <i>is built on</i>

values

Navy

pattern	Example	Grammatical resource
Name of Value	Honour	Abstract noun
Definition of Value	...is the fundamental value on which the Navy's and each person's reputation depends!	Relational identifying process – <i>is</i>
Further definition of the Value	Honour reflects our moral and ethical standards. It demands strength of will	Relational identifying process – <i>reflects, demands</i>

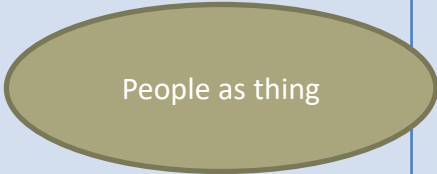


Air Force


pattern	Example	Grammatical resource
Name of Value	DEDICATION	Abstract noun
Air Force peoples' living experience of the values, and their qualities.	Air Force people are trusted to defend our country. Our people are courageous and serve with pride and commitment. We cherish our heritage, honour the achievements and scarifices of those who have gone before us and will create the legacy for the future	Mental processes – <i>are trusted, cherish, honour</i> Material processes – <i>serve, have gone, will create</i> Relational attributive process - <i>courageous</i>



APS (current)

pattern	Example	Grammatical resource
APS actions and qualities. 	The Australian Public Service: <ul style="list-style-type: none"> • is apolitical, performing in an impartial and professional manner; • has leadership of the highest quality; • establishes workplace relations that value communication, consultation, co-operation and input from employees on matters that affect their workplace; 	Relational attributive process – <i>apolitical, has</i> Material processes – <i>performing, establishes</i>

APS (new)

pattern	Example	Grammatical resource
Name of Value	Impartial	Adjective (or embedded act)
APS actions and qualities. 	The APS is apolitical and provides the Government with advice that is frank, honest, timely and based on the best available evidence.	Relational attributive process – <i>apolitical, has</i> <i>Attributes</i> Material processes – <i>provides</i>

“....historical characters, artifacts and values in a text ‘align people’ into groups with shared dispositions’ (Martin and Stenglin 2006: 216) and rally their audience around communal ideals” (Tann 2012)

- So, what is best practice for expressing Values around which people rally and bond in Defence? After all Defence needs people that are prepared to sacrifice forthe people.
- Best practice needs to
 - align people to values;
 - bridge from abstract concept to lived experience;
 - indicate directly to the personnel what the concept means for them
- How?

Expressing inclusion

1. When defining a Value, include people in the definition, in other words, ensure that the *Value* in the *Token Value* relational process includes people, eg pronouns.
2. If using a personal pronoun ensure it is an inclusive one *we/you and I/us; ours/yours and mine* etc

- For example:
- Not...

"Initiative is the ability [to achieve the mission..]"

But....

*"Professionalism is [[striving for excellence in everything **we** do]]".*

Expressing inclusion

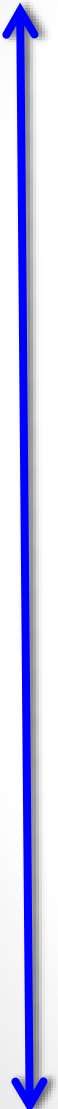
3. Select inclusive participants as Theme when describing attributes or including doings and happenings
Make sure that the attribute and or process/circumstance exemplify the value

- For example:

“Our people are resilient”.

“We work hard”.

More or less inclusive..

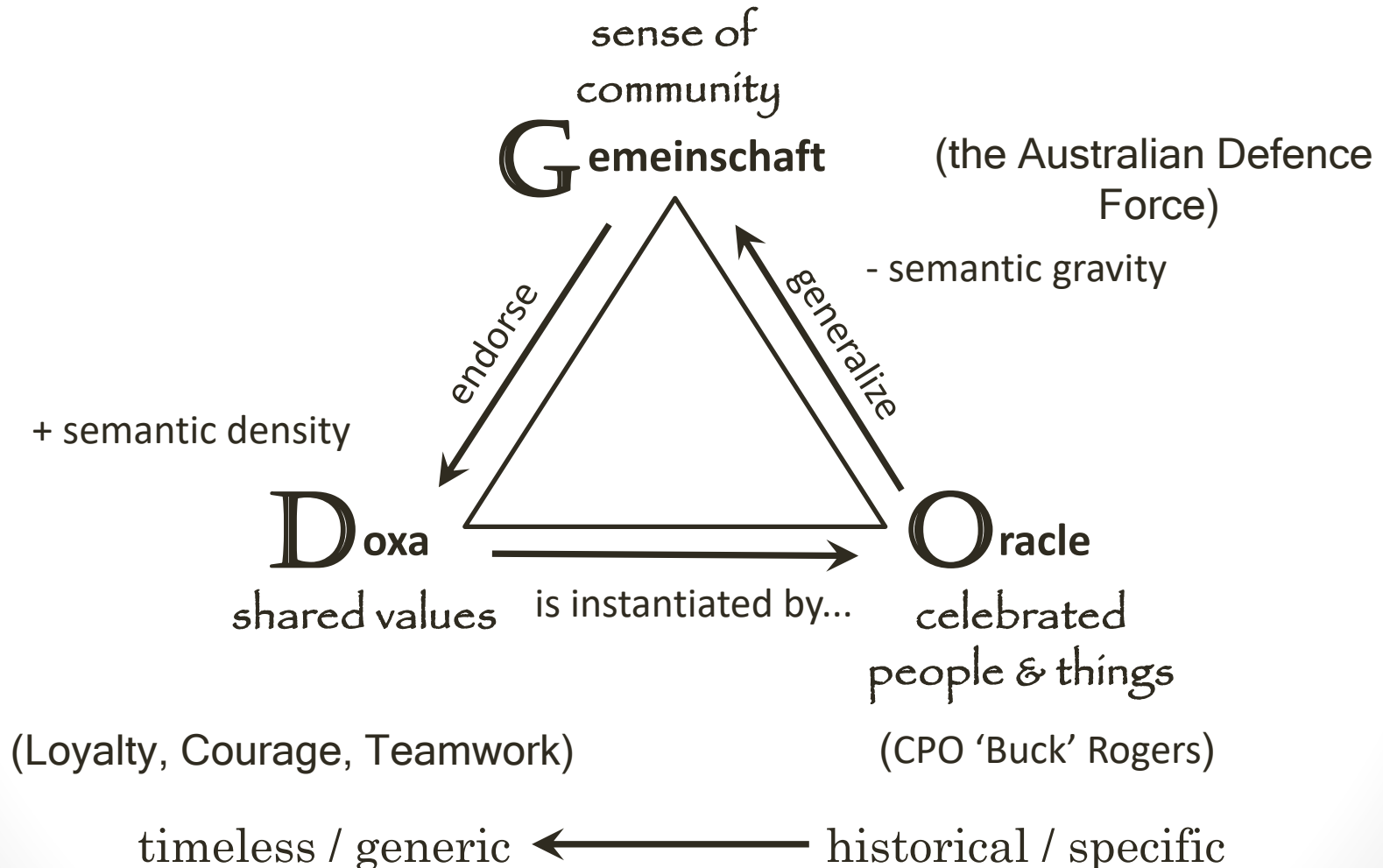
	<p>less inclusive: abstract, impersonal, technical</p> <p>weak semantic gravity</p>	<ul style="list-style-type: none"> • Army names the Value and then defines them. • There are <u>no references to people</u> either as people or as abstract thing in the definitions. • <u>Values</u> are thematised 	<p>Initiative</p> <p><u>Initiative</u> is the ability to achieve the mission by exploiting opportunity, often in the absence of orders and improvising to make the most of the equipment and resources ;</p>
		<ul style="list-style-type: none"> • Navy names and defines the Values • The definitions include references to <u>Navy people</u>. • The Values are given <i>qualities</i>; • The Values are used as AGENTS to 'cause' good behavior in Navy people • <u>Values</u> are thematised 	<p>Loyalty</p> <p><u>Loyalty</u> is being committed to <u>each other</u> and to <u>our</u> duty of service to Australia.</p> <p><u>Integrity</u> is <i>unforgiving</i>.</p> <p><u>HONOUR</u> GUIDES <u>our</u> actions in a way explicit rules cannot.</p>
		<ul style="list-style-type: none"> • APS names the Value • The entity, APS is given <i>qualities</i> • People are referred to as an abstract entity, <u>Public Service</u> • <u>People as abstract entity</u> are thematised. • People 'do' things which reflect a particular value. 	<p>Respectful:</p> <p>The <u>APS</u> respects all people, including their rights and their heritage.</p>
	<p>more inclusive: concrete, personal, everyday</p> <p>stronger semantic gravity</p>	<ul style="list-style-type: none"> • Air Force names but does not define the Values • <u>People</u> are classified firstly <u>exclusively</u>, then <u>inclusively</u>. • People are given <i>qualities</i> which reflect a particular value • People 'do' things which reflect a particular value. • <u>People</u> are thematised 	<p>Agility</p> <p><u>Air Force People</u> respond swiftly to challenges.</p> <p><u>Our people</u> <u>are resilient</u> and quickly adapt to changes in <u>our</u> environment.</p> <p><u>We</u> are <i>flexible</i> in how <u>we</u> think and act ...</p>
		<ul style="list-style-type: none"> • PLICIT names and defines the Values • The definitions include references to <u>Defence people</u>. • <u>People</u> are classified <u>inclusively</u>. • People are given <i>qualities</i> which reflect a particular value • People 'do' things which reflect a particular value. • <u>Value and People</u> are thematised 	<p>Innovation</p> <p><u>Innovation</u> is actively looking for better ways of doing <u>our</u> business.</p> <p>In Defence <u>we</u> are <i>open to new ideas</i> and strive to identify and implement better ways of doing business.</p>

But who are the hero(in)es?

Building Defence iconography....

Iconography..

as a resource for inculcation



example

Language features	Excerpt from Leadership Training Model, Chapter 3	Iconising components
<p><i>the</i> ADF Way exophoric reference in noun groups</p> <p>Values as general nouns</p>	<p>3.7 As a result of our military history, the ADF has developed a way of leadership that focuses as much on the characteristics of those that are being led as it does on the attributes of the leader. 'The ADF Way' of leadership is</p> <p>3.8 'The ADF Way' also implies that we value and encourage the resourcefulness of subordinates in allowing them to achieve the means Values also play a vital role in the 'ADF Way' of leadership. Previous influence and inculcated values will guide an individual or a group when they are separated from their normal leader or confronted with an unfamiliar situation.</p>	<p>Gemeinschaft</p> <p>Doxa</p>
<p>VALUES as specific nouns</p> <p>Linking Buck's behaviour to the values</p> <p>Events of the incident in past tense.</p> <p>Buck's actions during the incident – took control; tried to bring calm leading in a prayer Buck's state of affairs – would not be able to get through; had no chance; more intent on getting chaps out</p>	<p>HISTORICAL EXAMPLE—LOYALTY, COURAGE and TEAMWORK</p> <p>Chief Petty Officer 'Buck' Rogers was a living example of Defence values. On the night he died, the aircraft carrier HMAS MELBOURNE and the destroyer HMAS VOYAGER were conducting exercises off the New South Wales south coast. In the late evening VOYAGER crossed in front of MELBOURNE and the two ships hit, with MELBOURNE smashing the destroyer in half. Rogers was one of more than 50 men trapped in darkness in a compartment of the sinking forward section. He took control and tried to bring calm in the disastrous situation. He probably realized that not all would be able to get through a small escape hatch and that he, being a large man, had no chance at all. 'He was more intent on getting the younger chaps out first', said a survivor. The forward section finally sank about ten minutes after the impact. Rogers was heard leading his remaining doomed shipmates in a prayer and a hymn during their final moments.</p> <p>From 50 Australians, Australian War Memorial</p>	<p>Oracle</p> <p>A recount of event and oracle's behaviour</p>

Green
refers to
battle
contexts

Oracles are everywhere...

	Source	Service	iconisation	
1	Defence Magazine no. 7 2012 p. 10	Army	Hero: Characteristics: Value: Community:	CPL Scott Smith (Killed in Action, Afghanistan October 2012) Made of something special, gave a bit extra, exceptional soldier, charismatic. selflessness, honesty, dedication. ...of the best junior NCOs, ... of our best soldiers.
2	Defence Magazine no. 7 2012 p. 11	Army	Hero: Characteristics: Value: Community:	Corporal Daniel Keighran (Victoria Cross recipient) exceptional clarity, composure. valour, gallantry, devotion to duty. ... of esteemed Australians revered for their courage in combat.
3	ANZAC Day speech to Australian Masters Rowing Championships by VADM Peer Jones 25 April, 2013	Army	Hero: Characteristics: Value: Community:	CAPT Percy Herbert Cherry (Victoria Cross recipient in WW1 and rower) gallant, cool, brave, caring. bravery , determination and leadership. ... of rowers who become heroes.
4	Gen Sir John Hackett Memorial Lecture by LT Gen David Hurley, VCDF 11 Nov 2010	Army	Hero: Characteristics: Value: Community:	General Sir John Hackett (Australian born, British general of the 1940s) A superb fighting soldier; charismatic and respected senior NATO commander; the most influential geopolitical thinker; able administrator; thorough and lucid scholar, represents. Leadership, gallantry and Service - 'the essence of service'. ...of the Profession of Arms and military leadership.
5	<i>Heroic actions recognized and crew honoured</i> , Navy News 14 March, 2013 p. 3	Navy	Hero: Characteristics: Value: Community:	The crew of HMAS <i>Yarra IV</i> (sunk by Japanese force in WW2) Heroic, truly outstanding actions, extreme gallantry, a brave ship, courageous ship's company Gallantry and Valour ...of heroes to the Navy
6	<i>Tragic loss of gunnie</i> , Air Force News 25 April, 2013	Air Force	Hero: Characteristics: Value: Community:	WGCDR Ray Forryan (killed in cycling road accident) Instant rapport, positive mentoring, dedication Loyalty, Integrity and Professionalism ...of respected engineers and the wider Air Force

Oracles are everywhere...

7	Australian Defence Doctrine Publication 00.6 on Leadership 2007	Navy	Hero: Characteristics: Value: Community:	CPO Buck Rogers (killed in the collision of HMAS Melbourne and HMAS Voyager) selfless, took control of the situation, remained calm. Loyalty, Courage and Teamwork ... of ADF Way of leadership
8	Australian Defence Doctrine Publication 00.6 on Leadership 2007	Air Force	Hero: Characteristics: Value: Community:	PO Middleton (Killed in Action over the English Channel in 1942) Self sacrifice, resumed control despite injuries, looked after the crew Courage ...of courageous officers
9	Australian Army Land Warfare Doctrine LWD 0-2-2 Character 2005	Army	Hero: Characteristics: Values: Community:	the men of ANZAC. Carried themselves nobly in battle, daringly, stout-heartedly, thought for others more than for themselves, gentle and tough. Loyalty, Honour and Mateship ... of men who fight for their country and their children's future
10	Australian Army Land Warfare Doctrine LWD 0-2-2 Character 2005	Army	Hero: Characteristics: Value: Community:	LT Reginald Saunders (the first Aboriginal to obtain a commission in 1944) Hardiness and determination Hardiness, determination and resourcefulness .. of hardened soldiers
11	Defence Magazine no. 1 2013	Defence	Hero: Characteristics: Value: Community:	Louanne Holmback-Piggott, APS 3, Defence Export Control Office sense of humour, hard working, very smart, makes friends, very caring Initiative, Teamwork ... of committed APS staff
12	Australian Air Publication 1000-H, <i>The Australian experience of Air Power</i> p.75	Air Force	Hero: Characteristics: Value: Community:	FLTLT Bill Newton (shot down by Japanese over PNG, captured and later executed) Courage, devotion to duty .. of Victoria Cross recipients

Even outside Defence...

From *Uncommon Soldier*

Masters, Chris 2012 <i>Uncommon Soldier</i> , Allen & Unwin. P.320	Non ADO	Hero: Characteristic: Value: Community:	LCPL Simon ... Softly spoken, thoughtful, paid attention to learning Pashto, developing medical skills, able to switch from the soft humanitarian task to kinetic combat roles within seconds.. Gallantry & Initiative .. of soldier with skills shaped to the new battle space, the <i>strategic corporal</i> p.313
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Iconisation is a strategy for building communities and social bonds through text. It can enable or resist social inclusion. The purpose is to build a sense of community around shared values which select, inculcated people demonstrate, and which a community endorses and rallies around.

ADO oracles are typically:

- men
- in uniform
- white Anglo Australian
- heroes for acts of bravery in battle
- modeling values of **Courage**

A social gaze?

Constellations through
the axiological
condensation of
semantic density

Inclusion & iconography...

Exclusion occurs in the ADO culture in a naturalised manner via iconography. Even *Pathway to Change* (2012) inadvertently excludes. Section 2 (p.8) of the document sets out to iconise the ADF. It does this by stating that service to the country exemplifies the Australian values of ‘nobility, integrity and duty’, thereby ‘reflecting..the best of the Australian character’.

The passage upholds the Australian Defence personnel as exemplars of this character, going so far as to describe them as ‘icons in Australian society’. And in this process, the iconisation strategy is used to exclude. We find out who serves as ADF personnel:

“..family members serve together, or continue the tradition in successive generations. The partners and children of serving personnel become part of the community as well, and form their own close ties. In this way the Defence culture extends and influences wider community perceptions of what Defence stands for and what is good and right” (p.8).

This statement tells the ‘wider community’ that, Defence is an organization that has been populated by its own kind of intergenerational members rather than an organization that welcomes all kinds into the fold. It ‘stands for’ and suggests that ‘what is right and good’ is being from a Defence family. By saying only this, the passage implies closed membership. I doubt that ‘being exclusive’ was the intention of the authors, but nonetheless, this is what the wordings imply.

Inclusion & iconography...

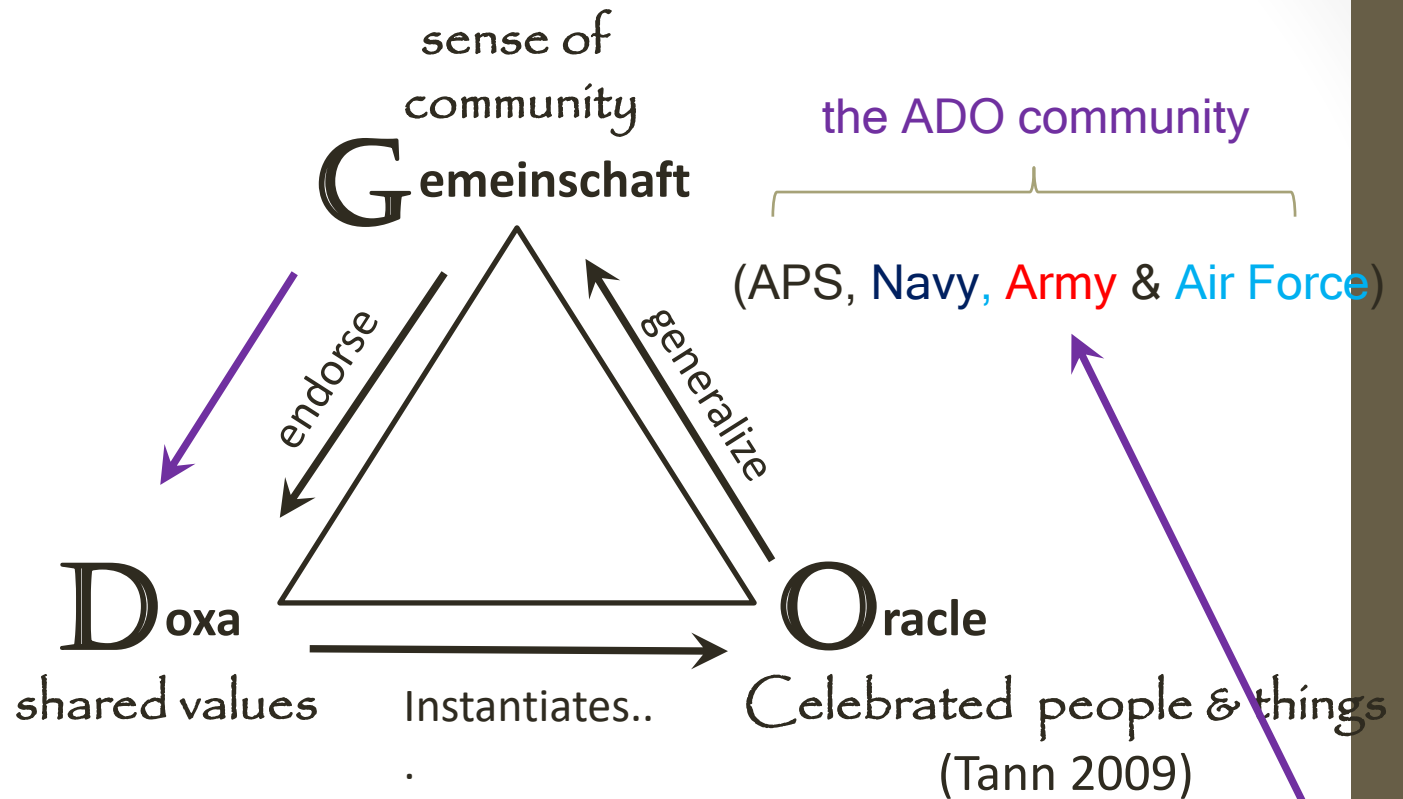
If the ADO wants to ‘**represent the community it serves**’, then ADO heroes need to resonant with the Australian community, which is no longer a community of white Anglo Australians. The category of hero needs to broaden to include more of ‘the community it serves’. For example, there is a need for

- more women,
- more first Australians,
- more new Australians,
- more professionals – military and civilians - who are working to support as well as engage in combat and so on...

**The ADO needs to
democratisise the *social gaze*
to broaden to a *cultivated*
alternative**

By broadening the kinds of heroes, the ADO will attract a wider range of recruits and more importantly, retain a wider range of members.

To counter this kind of inadvertent, but nonetheless, systematic exclusivity, it is important that the organization **exemplify more Values** than just **Courage and bravery related values**, and at the same time, **create new kinds of heroes**. In an inculcated culture such as Defence, values have a serious role to play in the formation of the military member’s identity. Effective inculcation of a potentially diverse demographic is at stake.



Professionalism, Loyalty, Integrity, Courage, Innovation, Teamwork
 Impartial, Committed, Accountable, Respectful, Ethical
 Honour, Honesty, Loyalty, Integrity, Courage
 Courage, Initiative, Teamwork
 Respect, Excellence, Agility, Dedication, Integrity & Teamwork

ACM Angus Houston (ADDP00.6)
 Who?
 Petty Officer 'Buck' Rogers
 LCPL Albert Jacka
 Flying Officer Middleton
diversity?

Thank you

Summary of the current state of ADO institutional culture:

- APS as knowledge code; ADF as knower code;
- Values by APS and Air Force have stronger semantic gravity and are thus more socially inclusive; while Army and Navy have Values that are less inclusive due to a weaker semantic gravity;
- The Value of Courage is primary in the ADO;
- Heroes are Anglo Australian men in uniform

appraisal analysis – shared values

Value	Service	Definition
Courage	Army	courage is more than facing the physical dangers of battle, it is doing what is right and fair with a sense of duty and compassion. it is built on an ethos of protecting the nation and service before self.
	Defence	courage is the strength of character to honour our convictions (moral courage) and bravery in the face of personal harm (physical courage). In Defence we stand up for what we believe is right and we speak out robustly and openly against what is wrong. We have the courage to accept valid criticism, admit to errors, learn lessons and improve. We give honest feedback on work performance.
	Navy is the strength of character to do what is right in the face of adversity! Courage demands unwavering obedience to moral principles. Courage drives responsibility, humility and personal example. No amount of education or experience can overcome a deficiency of courage
Courage is mostly about resolve and moral behaviour		

Key: Capacity blue

Tenacity green

Veracity orange

Propriety red

appraisal analysis – shared values

Integrity	Air Force	Air Force people have the courage to do what is right. Our people are honest, ethical and demonstrate sound judgement. We hold ourselves and others to account.
	Defence	Integrity is doing what is right. We behave honestly and ethically, and demonstrate the highest standards of probity in our personal conduct. We act fairly and accept personal responsibility for our decisions and actions. We build trust through productive working relationships. We do not allow mateship to be misused to cover up bad behaviour or bring the organisation into disrepute. Our actions clearly match our words.
	Navyis being committed to always doing what is right, no matter what the consequences! Integrity is unforgiving: if it's not right, don't do it - if it's not true, don't say it. Our integrity defines our moral power and underpins our fighting spirit. As people of integrity we confront and overcome wrong regardless of personal cost.
Integrity is about honesty and moral behaviour		

Key: Capacity blue
 Tenacity green
 Veracity orange
 Propriety red

appraisal analysis – shared values

Teamwork	Army	Teamwork is based on equality, trust, tolerance and friendship, which is essential to achieving the mission. Teamwork is the product of sound leadership at all levels, individual competence, trust and training.
	Defence	Teamwork is working together with respect, trust and a sense of collective purpose. Teamwork is cultivated through strong, positive leadership and attention to the needs of team members. In Defence teamwork is integral to everything we do, and characterises our working relationships inside Defence and across the whole of Government. We foster collaborative workplaces, communicate openly and solve problems in a collegiate manner, share ideas and take advantage of the diversity of our knowledge and experience.
	Air Force	Air Force People work together to deliver precision air and space power. Our people collaborate with the Defence Team and our partners. We share the responsibility to ensure a safe environment, everywhere and always.
Teamwork is about ability, resolve and moral behaviour		

Key: Capacity blue

Tenacity green

Veracity orange

Propriety red

appraisal analysis – shared values

Loyalty	Defence	Loyalty is being committed to each other and to Defence. We serve the government of the day and support our leaders and colleagues to undertake tasks and achieve results in line with government direction. We treat everyone at all levels with respect, care and compassion . We work to uphold the best interests of the Australian people.
	Navyis being committed to each other and to our duty of service to Australia! Loyalty is a reciprocal obligation of our shared and mutual commitments to each other and to the nation. It requires we acknowledge commendable effort and that we accept responsibility and accountability for our actions and for those of our subordinates.
Loyalty is about resolve and moral behaviour		

Key: Capacity blue
Tenacity green
Veracity orange
Propriety red

AIR FORCE

